GUIDEBOOK FOR DEVELOPING YOUR ACTIVITY'S MARKETING PLAN

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APPENDIX A

MARKETING PLAN OUTLINE

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APPENDIX B

SAMPLE MARKETING PLAN

The following pages include a sample marketing plan for the Transient Billeting activity at Fort Imaginary. You may want to use this as an example for developing your activity's marketing plan.

As you read this document, you will notice that the Ecological Environment Factors are not discussed. After careful consideration, Transient Billeting decided that Ecological Factors do not impact the activity or its marketing actions. You may also find factors that you do not need to discuss in your marketing plan. For example, the bowling activity at a remote installation may have no direct competition and would only need to consider indirect competition.

Remember that a marketing plan is a positive step toward improving or maintaining your activity and for obtaining support for your marketing actions. A marketing plan that is thoroughly conceived, researched, and written can result in accurate decision-making and decision support. Furthermore, an effective marketing plan will guide the evaluation of marketing efforts and future marketing plans.

FORT IMAGINARY TRANSIENT BILLETING MARKETING PLAN

EXECUTIVE SUMMARY

Current congressional guidance mandates increased self- sufficiency and cost absorption by Billeting activities. In response, Fort Imaginary Billeting has re-evaluated the external environment, consumer needs and wants, and the organizational environment. This re-evaluation resulted in a new strategic marketing plan for Transient Billeting operations.

Of the external environments, the competitive environment has the greatest impact on Billeting operations. Except for DVQ equivalent accommodations, all four area hotel room rates are within the authorized per diem rate of \$35.00. Currently, all DOD civilians on TDY orders and military retirees stay offpost when in the Fort Imaginary area. In order to meet the new congressional guidance, Billeting will have to persuade these target markets to seek on-post accommodations.

Needs assessment surveys have indicated that current customers are dissatisfied with various aspects of DVQ, VOQ, and VEQ accommodations. Customer concerns include the condition of facilities and furnishings, lack of separate baths, telephones and televisions, room size, and the quality of maid service. Since these factors were also important to DOD civilians and retirees, Billeting must improve their operations in these areas. Organizational assessment has revealed that: command has placed a high priority on improving on-post housing facilities; employees need customer service training; Billeting needs to increase its resources; and Billeting must focus on additional target markets.

Billeting has established marketing strategy goals in four areas. In general terms, these goals are: developing and maintaining effective facility utilization; providing reasonably priced accommodations; developing and maintaining high quality customer service; and improving Billeting facilities.

To increase occupancy rates, Billeting will begin targeting marketing efforts towards DOD civilians on TDY orders and retirees vacationing in the Fort Imaginary area through competitive prices and an aggressive promotions campaign. In order to satisfy congressional guidance, Billeting prices will be raised to 50% of per diem in 30 days and 75% of per diem in 90 days. Promotional efforts will include publicity, advertising, point of purchase packets, a logo contest, and personal selling. Effective immediately, Billeting will provide personal care items in all guest accommodations as well as offering sundry items at the front desk. In addition, the 77-room VOQ will be changed to a senior NCO VEQ. Renovation, refurbishment, and new construction will proceed as funds become available.

I. EXTERNAL ENVIRONMENT ANALYSIS

Five environmental factors have been identified as significantly impacting the Billeting activity at Fort Imaginary.

A. COMPETITIVE ENVIRONMENT

Major direct competition for Billeting consists of four motels within 15 miles of Fort Imaginary. The Marriott and Holiday Inn each have 240 rooms and 10 suites, the Quality Inn has 200 rooms, and Hospitality Inn has 150 suites. In total, there are 170 suites and 680-guest rooms available off-post. The average occupancy rate for the four hotels is 82 percent. Military retirees and civilians on TDY account for approximately 30 percent of the rooms.

On-post room rates are 50 - 60 percent lower than the room rates off-post (DVQ \$12.00 vs. \$43.00; VOQ \$10.00 vs. \$28.00; VEQ \$4.00 vs. \$28.00). Except for the suites (DVQ equivalent), all off-post hotels are within the lodging per diem rate for Fort Imaginary.

Each of the motels offers excellent room accommodations as well as breakfast, lunch, dinner, room service, banquet service and a lounge with nightly entertainment. Two of the motels have small retail outlets offering gifts, reading materials and sundry items. The other two hotels offer a limited number of items through the front desk. All rooms are supplied with personal care items such as soap and shampoo.

All four of the hotels have swimming pools, meeting rooms, and comfortable and spacious lobbies. Hospitality Inn has a room with office equipment for the guests. Both the Marriott and the Holiday Inn have exercise rooms. While all four offer laundry and dry cleaning services, only the Quality Inn has washers and dryers available for their guests.

All of the hotels are conveniently located to the downtown shopping center which includes major retailers, restaurants, specialty stores, and entertainment. All four can arrange area sightseeing tours through local tour guides. Quality Inn and Hospitality Inn are located on bus lines to nearby recreation areas.

There are several large resorts within a few miles of post as well as a number of bed and breakfasts; however, they are considerably more expensive and do not appear to attract our clientele. Occupancy for the resorts and the bed and breakfasts run at about 70 percent. No new hotels are under construction or anticipated off-post.

B. ECONOMIC ENVIRONMENT

Because both the national and local economies are healthy, it appears that the demand for guest services in the Fort Imaginary area will increase. Demand for off-post hospitality services has increased by 30 percent in the past 5 years. Local officials anticipate a continuation of that trend. With proper planning, Billeting should be able to take advantage of this trend.

C. TECHNOLOGICAL ENVIRONMENT

Changes in the technological environment since the construction of the facilities have resulted in outdated and inefficient facilities. Replacing the outdated VEQ with a new facility alone would reduce current repair and maintenance, and utilities costs by \$286,000 annually. Use of technological advances in the hospitality industry could further increase staff efficiency and reduce customer complaints about the, Billeting facilities.

D. LEGAL/POLITICAL ENVIRONMENT

With the decrease in world tension and anticipated reduction in troop strength worldwide, Fort Imaginary must look to secondary target markets outside of active duty military. Billeting must closely monitor the rapidly changing political environment. Billeting has already been directly impacted by recent funding changes in that renovations for DVQ approved for APF funding must now be funded with NAF. Current congressional guidance will increase operational costs by approximately \$275,000 annually. With the congressional push for greater installation self-sufficiency, it is important for Billeting to investigate methods for reducing costs and increasing revenues.

E. SOCIAL/CULTURAL ENVIRONMENT

With the growing stress on physical fitness, Billeting needs to stress the opportunities available in the Fort Imaginary area, both on and off post. On-post, Fort Imaginary has a marina, golf course, riding stables, bowling, outdoor recreation center, gym and pool. Off-post, there are a number of parks and resorts within a short drive. The installation also has a youth services center arts and crafts center, CDS hourly child care center, NCO Club, Officer's Club and Chapel available for the use by guests at the DVQ, VOQ and VEQ. Thus, Billeting should be able to meet all of the needs of a wide variety of customers.

II. NEEDS ASSESSMENT

In order to evaluate the needs of current and potential customers, a three-part needs assessment project was undertaken in April. The first part consisted of customer satisfaction surveys with current guests of DVQ, VOQ and VEQ. The second part consisted of product interest surveys with DOD civilians on TDY status. The third part consisted of product interest surveys with retires who visited the NCO Club or the Officer's Club during the month. The results of those surveys are presented on the next page.

A. CUSTOMER SATISFACTION SURVEY

In order to ascertain the current level of customer satisfaction with Billeting operations, questionnaires were distributed to all 531 guests during the month of April. A total of 422 guests returned their questionnaires. In general, there was a high level of dissatisfaction with the Billeting operations.

FIGURE 1: Customer Satisfaction Survey

CUSTOMER SATISFACTION SURVEY				
P	ERCENT DISSAT	FISFIED		
ITEM	DVQ	OLD VOQ	NEW VOQ	VEQ
FACILITIES	70	83	14	89
ROOM SIZE	10	14	4	92
NO SEPARATE BATHS	0	73	72	0
FURNISHINGS	80	79	2	93
NO TELEPHONES	0	84	0	67
NO TELEVISIONS	0	0	0	57
PERSONAL ITEMS*	50	82	84	51
CUSTOMER SERVICE	10	22	8	31
MAID SERVICE	0	11	4	64
CONVENIENCE	20	0	0	0
PRICE	10	23	0	11
SAMPLE SIZE	10	167	55	190

^{*} Sundry items such as soap and shampoo provided in the rooms and razor Blades and shaving cream available in a gift shop or at the front desk.

B. DOD CIVILIAN SURVEY

In order to ascertain the interest of DOD Civilians in staying in Billeting while at Fort Imaginary, 200 questionnaires were distributed to civilians on TDY orders during the month of April. Additional information was collected to determine what factors were important in deciding whether or not to stay in Billeting. In total 140 questionnaires were returned.

FIGURE 2: DOD Civilian Survey

DOD CIVILIAN SURVEY			
INTERESTED IN:	PERCENTAGE		
VEQ	0		
VOQ	45		
DVO	15		
IMPORTANT FACTOR:	PERCENTAGE		
FACILITIES	78		
ROOM SIZE	73		
SEPARATE BATHS	92		
FURNISHINGS	74		
NO TELEPHONES	98		
NO TELEVISIONS	89		
PERSONAL ITEMS	43		
CUSTOMER SERVICE	74		
MAID SERVICE	81		
CONVENIENCE	65		
PRICE	88		
WITH FAMILY	78		
	_		

C. RETIRED MILITARY SURVEY

In order to ascertain the interest of the retired military in staying in Billeting while at Fort Imaginary, 200 questionnaires were distributed to retirees who visited the NCO Club or the Officer's Club during the month of April. Additional information was collected to determine what factors were important in deciding whether or not to stay in Billeting. In total 170 questionnaires were returned.

FIGURE 3: Retired Military Survey

RETIRED MILITARY SURVEY			
INTERESTED IN:	PERCENTAGE		
VEQ	5		
VOQ	85		
DVQ	15		
IMPORTANT FACTOR:	PERCENTAGE		
FACILITIES	68		
ROOM SIZE	53		
SEPARATE BATHS	72		
FURNISHINGS	64		
NO TELEPHONES	78		
NO TELEVISIONS	89		
PERSONAL ITEMS	33		
CUSTOMER SERVICE	79		
MAID SERVICE	61		
CONVENIENCE	85		
PRICE	94		
WITH FAMILY	78		

D. NEEDS ASSESSMENT FINDINGS

The Billeting needs assessment project indicated that the same factors were important for both our current target market and the potential target markets of DOD civilians on TDY orders and retired military.

1. Current Customers

The results of the survey conducted in April indicated dissatisfaction in some regard for all of Billeting's facilities. Respondents staying in DVQ were dissatisfied with the condition of the facilities and the furnishings. Customers staying in the old VOQ rooms were dissatisfied with the condition of the facilities, lack of separate baths and telephones, and the furnishings. Customers staying in the new VOQ rooms were only dissatisfied with the lack of separate baths. Customers staying in the VEQ were dissatisfied with the condition of the facilities, room size, furnishings, lack of telephone and television, and the quality of the maid service.

2. Potential Consumers

Potential clients had the same concerns when selecting a hotel or guest quarters as the current customers. However, their final decision was also based on whether they had family members traveling with them. Most felt that Billeting accommodations (other than DVQ) were inappropriate for family travel. Finally, both DOD civilians and retired military were interested in DVQ and VOQ but not VEQ.

III. ORGANIZATIONAL ASSESSMENT

In order to complete an organizational assessment, Billeting must consider the organizational environment assessment, perform an analysis of strengths, weaknesses, opportunities and threats (SWOT), define its mission, and determine its goals and objectives.

A. ENVIRONMENTAL FACTORS

Billeting has identified five key factors (command, employees, resources, consumers and the Army structure and regulations) in the organizational environment that will impact any current or proposed business activities.

1. COMMAND

In the past, Billeting activities were largely ignored by the commander and the DPCA and received minimal resources and funding. However, the current commander and the new DPCA have placed a high priority on improving on-post housing facilities for guests and permanently assigned personnel, believing that it is directly related to soldier readiness, retention, and morale.

As a training installation, Fort Imaginary has large number of civilian and military personnel on TDY orders. The commander and the DPCA want to enhance the military and civilian training experience. They believe that this can be accomplished by improving all aspects of the individual's life at Fort Imaginary. Billeting has been targeted as one of command's top priorities. Both the commander and the DPCA believe that Billeting facility renovation is long overdue. Although the commander would like to maintain the lowest possible room rates, he is receptive to adjusting rates if it will improve facilities for soldiers.

2. EMPLOYEES

In general, Billeting employees are well-trained professionals who are attentive to customer needs. Current staffing is sufficient to satisfy guests' needs. However, the customer satisfaction survey did indicate that there was some dissatisfaction with the customer service in the old VOQ and the VEQ as well as a lot of dissatisfaction with the maid service in the VEQ. Morale among customer service personnel in the old VOQ and the VEQ is low, directly reflecting the c6dition of the facilities and the dissatisfaction of its clientele. The maid/housekeeping keeping staff in the VEQ is poorly trained.

3. RESOURCES

The Billeting activity will meet its budgeted net income goals (YTD, July 19XX, \$144,234). Current congressional guidance will increase operational costs by approximately \$275,000 annually. Billeting must look carefully at the available/potential financial resources as well as facilities and personnel resources.

a. Facilities

Billeting currently operates four different classifications of facilities (DVQ, old VOQ, new VOQ and VEQ). Each of these represents an important resource for the Billeting activity.

The DVQ includes 5 cottages located on the lake, close to both the marina and the Officer's Club. Although in need of renovation, the cottages are situated in a resort-like atmosphere. As the needs assessment indicated, there is currently a high level of dissatisfaction with the DVQ facilities and furnishings. Current occupancy rate for the DVQ is 57.8%.

Renovation has been completed for one of the 94-room VOQ buildings and one third of another 94-room VOQ. Renovation of the second 94-room VOQ is under way and will be completed this FY. Although guests still have to share a bathroom, the renovated facilities and new furnishings are bright, comfortable and modern. All of the renovated rooms have telephones. As the needs assessment indicated, guests are generally satisfied with the newly renovated facilities. Billeting is currently housing as many guests as possible in the new 94-room VOQ and will use the other renovated VOQ as soon as renovations are complete, allowing Billeting to accommodate 96 % of the current VOQ guests in renovated facilities.

The remaining VOQ buildings are outdated and need new furniture. As the needs assessment indicated, there is a high level of dissatisfaction with the facilities and furnishings as well as the lack of telephone and private bathroom. These buildings should only be used to house the overflow from the renovated VOQ buildings. Thus, only 24% of the current VOQ requests need to be housed in these units. Total average occupancy rate for VOQ rooms is 36.1%.

The VEQ buildings are three two-story wooden buildings with 94 rooms each. Needs assessment results indicated that guests were dissatisfied with the facilities, furnishings, room size, maid/housekeeping.service, and lack of telephones and televisions. Command, the DPCA, and Billeting all agree that the conditions at VEQ buildings are worse than those at VOQ or DVQ. Unlike the DVQ and VOQ, the VEQ is filled beyond capacity with an average occupancy rate of 117.7%. At times, this has resulted in four enlisted men assigned to rooms considered small for two occupants.

b. Personnel

Billeting has sufficient customer service personnel to service the existing Billeting facilities. The staff is well-trained, courteous, and enthusiastic. In the past, there has been a morale problem with the old VOQ and VEQ staff. This has been solved by assigning personnel to all of the facilities on a rotational basis. There have been numerous complaints about the maid/housekeeping service at VEQ. In part, this is the result of the overcrowding in the VEQ buildings. Additional staff is being assigned and customer service training is taking place.

c. Funding

Primary goals of the Billeting Activity are to increase availability of lodging facilities to all authorized users, improve service, continue replacement of old furnishings, continue renovation projects, and improve the image of Fort Imaginary housing programs. Billeting relies on both NAF and APF funds to meet financial commitments. The following is a brief summary of the proposed budget for Billeting Short Term Lodging. Figures are based on current data and projected room rate adjustments as occupancy levels increase in accordance with the proposed marketing plan.

FIGURE 4: Summary Budget

SUMMARY BUDGET				
	AS OF JULY		FY	
	20XX	%	20+1	%
OTHER OPERATING INCOME	\$734,263	100	\$6,661,818	100
TOTAL LABOR	440,176	60	2,797,964	42
OPERATING EXPENSES	127,8W	17	1,732,073	26
NET INCOME BEFORE				
DEPRECIATION	166,995	23	2,131,781	32
DEPRECIATION	22,721	3	799,418	12
NET INCOME	144,234	20	1,332,363	20

NOTES:

- 1. Projections are based upon adjusted room rates.
- 2. Increase in operating expenses is due to congressional guidance that all repair/maintenance, utilities, labor costs, and renovation and construction will be NAF funded.
- 3. New equipment and renovation costs will increase.

Financial resources have already been committed to several Billeting projects. See Figure 5 for planned renovation and purchases.

	FIGURE 5: Planned Renovation and Refurbishment			
YEAR	CATEGORY	DVQ	VOQ	VEQ
20xx	FURNITURE	\$ 38,000 NAF	\$9,800 APF	
20+1	FURNITURE			\$ 39,500 NAF
20+2	FURNITURE	390,000 APF*		160,500 NAF

*NOTE: Approved for funding with APF. Per current guidance, renovation must be funded with NAF. Costs to continue current operations, planned improvements, and construction of the planned new 188 room VEQ during FY 20+4 (estimated at \$3.9m) will require generation of additional revenue.

4. CONSUMERS

Fort Imaginary Billeting has identified three target markets for its activity: military personnel, DOD civilians on TDY status, and retirees.

a. Military Personnel

Even though all active duty military personnel in a temporary duty status visiting Fort Imaginary are required to stay in Billeting, it is important that the Billeting activity address their needs and concerns. Since the concerns varied with the facility the customer used, this target market is further broken down into the type of facility the customer is authorized to use.

1. DVQ

The target market for the DVQ consists of commissioned officers at the rank of lieutenant colonel and above with TDY or PCS orders. Even though all TDY military must stay in Billeting, average occupancy rate for the DVQ is only 57.8%. Visiting generals are automatically assigned to the DVQ and account for 5% of the facilities utilization. Because of the DVQ location on the installation, most of the officers requesting these accommodations are traveling with families (65%). The second largest group is officers with TDY assignments of more than 30 days (30%). The major concerns expressed by current customers were the age and condition of the facilities and furnishings. The customers expected the DVQ facilities to be comparable to the hotel suites off-post.

2. VOQ

Billeting currently targets commissioned officers on temporary duty status or PCS for its VOQ facilities. Although Billeting gives top priority to VOQ room requests by individuals below the rank of lieutenant colonel, colonels can obtain VOQ accommodations on a space-available basis. Since the average occupancy rate for the VOQ facilities is 36.1%, this issue has never been addressed. Colonels, normally at the installation for short periods (less than 30 days), account for 10% of the occupancy rate at the VOQ. Majors, who stay at the installation an average of 30 days, account for 12% of the rate while captains, staying from 30 to 45 days, account for 28% of the room utilization. Lieutenants and warrant officers, staying between 30 and 90 days, account for 50% of the room utilization. On the average, officers and spouses occupy 12% of the rooms.

The only complaint guests had about the newly renovated VOQ accommodations was the lack of private bathrooms, something that should be taken into consideration when planning future renovation projects. Individuals with accommodations in the old VOQ facilities complained about the condition of the facilities and furnishings as well as the lack of telephones and televisions. Clearly, Billeting can satisfy its VOQ guests with its renovated facilities.

3. VEQ

Currently, all enlisted soldiers on TDY at Fort Imaginary are housed in the three VEQ buildings. Senior NCOs, who stay for an average of 90 days, account for 23% of the occupancy. NCOs, staying on an average for 30 days, account 28% of the occupancy. Enlisted personnel, staying for 60 days, account for 49% of the occupancy rate. Enlisted guests are dissatisfied with the condition of the facilities and furnishings, lack of telephone and televisions, housekeeping and customer service, and the size of the rooms.

b. DOD Civilians on TDY Orders

In order to increase the occupancy rate of DVQ and VOQ, Billeting has set a secondary target market of DOD civilians on TDY orders to Fort Imaginary. Currently, civilians are not allowed to use Billeting and seek accommodations at hotels off-post. On an average, 260 civilians are TDY at the installation, usually for periods of less than one month. Almost all civilians sent TDY to Fort Imaginary are GS9 (or equivalent) or above. According to the results of the DOD Civilian Survey, 30% were only interested in VOQ accommodations and 15% were interested in both VOQ and DVQ accommodations. None of the civilians were interested in VEQ accommodations. If Billeting were able to attract these guests, Billeting could increase VOQ and DVQ average occupancy by 117 rooms.

In making their selection of guest accommodations, DOD civilian personnel were concerned with the same factors as the military guests. The civilian personnel were concerned with condition or facilities and furnishings, separate baths, telephones, televisions, customer and housekeeping service, and price. In addition, they considered the convenience of using VOQ and DVQ when at Fort Imaginary on TDY orders. However, they considered Billeting less attractive than a hotel when traveling with spouse and/or family.

c. Retired Military

In order to increase the occupancy rate of DVQ and VOQ, Billeting has set a third target market of retired military vacationing in the Fort Imaginary area. Currently, retirees are not allowed to use Billeting and seek accommodations at hotels off-post. On an average, 220 retirees vacation near the installation, usually for periods of less than two weeks. According to the results of the Retired Military Survey, 70% were only interested in VOQ accommodations and 15% were interested in both VOQ and DVQ accommodations. Only 5% were interested in VEQ accommodations. If Billeting was able to attract these guests, it could increase VOQ and DVQ average occupancy by 117 rooms. The individual's rank at retirement will be used to determine appropriate accommodations.

In making their selection of guest accommodations, retired military personnel were concerned with the same factors as the military guests. The retirees were concerned with condition of facilities and furnishings, separate baths, telephones, televisions, and customer and housekeeping service. They were very sensitive to the price advantage of staying in Billeting. In addition, they considered the convenience of using VOQ and DVQ when visiting the Fort Imaginary area. However, they considered Billeting less attractive than a hotel when traveling with spouse and/or children.

5. Army

Army structure requires that Billeting maintain three separate types of facilities. This structure establishes easily recognizable segments for Billeting based on military rank and civilian grade. As discussed in the funding section, the financial resource structure for the Army is changing, requiring greater financial self-sufficiency on the part of activities. This will result in a greater dependence on NAF rather than APF funds, as is outlined in AR 210-11.

B. SWOT

Billeting must evaluate its strengths, weakness, opportunities and threats in order to develop its marketing plan. Strengths should be utilized. Weaknesses should be addressed. Opportunities should be seized. Threats must be addressed.

1. Strengths

Billeting has several strengths that should be maintained. These include the following:

- Active duty military on TDY to Fort Imaginary must use Billeting.
- Billeting is less expensive than off-post hotel accommodations.
- Billeting is conveniently located to TDY (both military and civilian) work sites.
- Billeting is conveniently located to post activities used by TDY military, TDY civilians and retirees.
- Billeting has a close working relationship with ITR that will provide tour information and reservations for guests.
- Billeting has a close working relationship with the clubs, recreation center and youth services and can provide guests with a calendar of events.
- The newly renovated VOQ facilities have been very well received by its customers.

2. Weaknesses

Billeting must address the weaknesses in its current programs. Needs assessment has identified several weaknesses in current operations that must be addressed either immediately or in the long run.

- Billeting has not taken advantage of DOD civilian or retiree target markets.
- DVQ needs renovation and refurbishing.
- The old VOQ facilities need renovation and refurbishing.
- The VEQ facilities are over-crowded in addition to needing renovation and refurbishing.
- The VEQ has substandard maid/housekeeping services.
- The NCO Club is on the opposite side of post from the VEQ.
- The pricing structure for Billeting is not consistent with either the local economy or the authorized installation per diem.

3. Opportunities

Billeting has identified four opportunity areas at Fort Imaginary that need to be evaluated.

- Billeting can provide quality customer service through staff training and assignment.
- Billeting can provide quality guest accommodations with facility renovation and up-to-date furnishings.
- Billeting can improve occupancy rates for DVQ and VOQ by targeting the new market segments of DOD civilians on TDY and retirees.
- Billeting can improve VEQ accommodations by reallocating facility resources.

4. Threats

Billeting has identified three threats to its successful operation.

- Billeting has recently lost some of its APF funding which it must replace with NAF funds.
- DOD civilian on TDY status and vacationing retirees are accustomed to off-post hotel accommodations when in the Fort Imaginary area.
- Proposed reductions in the size of the military could impact the number of military and civilians sent to Fort Imaginary for training.

C. MISSION

Fort Imaginary is the home of the U.S. Army Future Weapons Center and the training school that supports that program. Officers and Enlisted from all services and allied countries receive formal and on-the-job training in all aspects of future weapons systems. Fort Imaginary is also the home of the 999th Support Group.

Fort Imaginary's primary mission is to conduct and manage research, development, and life-cycle engineering of assigned material. Secondly, Fort Imaginary is to execute assigned missions in support of other US Army Material Development and Readiness or Department of Defense elements having centralized management responsibility for specific weapon systems or items. Thirdly, the installation is to maintain a technological base to accomplish the development, production, and life-cycle support of assigned material.

In support of Fort Imaginary's missions, the Billeting Activity's primary mission is to provide reasonably priced short-term lodging facilities comparable to local commercial facilities for active duty personnel temporarily assigned to the installation for training, DOD civilians on TDY status, military retirees, and other authorized users. Secondly, the Billeting Activity will operate in a financially responsible manner, recouping operating costs and generating funds for long-range improvements.

D. GOALS AND OBJECTIVES

In order to fulfill its mission, Billeting has established broad goals and specific objectives.

1. Goals

Billeting has established four long-term goals for the operation. These are:

- a. Develop and maintain effective utilization of all facilities for DVQ, VOQ and VEQ.
- b. Provide reasonably priced accommodations for all authorized users including active military, DOD civilians and military retirees.
- c. Develop and maintain high quality customer service at all facilities.
- d. Improve and maintain all Billeting facilities through renovation, new construction, and new furnishings.

2. Objectives

In order to meet these goals, Billeting has established the following objectives for facility utilization, pricing, target markets, customer service, and physical plant conditions. Billeting will evaluate each of these objectives at the end of the specified period.

a. Facility Utilization

- Increase DVQ occupancy rate to 80% by the end of FY 20XX.
- Increase VOO occupancy rate to 48% within 60 days.
- Increase VOQ occupancy rate to 80% by the end of FY 20 + 1.
- Increase the number of VEQ guest rooms by 33% within 60 days.
- Increase the number of VEQ rooms by an additional 25% by the end of FY 20+4.

b. Pricing

- To increase room rates to 50% of the authorized installation per them rate in 30 days.
- To increase room rates to 75% of the authorized installation per them rate in 90 days.

c. Target Markets

- Open Billeting to all authorized users (active duty military, DOD civilian with TDY orders, and retired military) in 30 days.
- Attract 45 % of the DOD civilians and retirees in FY 20 + 1.

d. Customer Service

- Provide more effective customer and housekeeping services through more effective scheduling and assignment of personnel on a rotational basis within 30 days.
- Train all customer service and housekeeping personnel on policies and procedures within 30 days.
- Retrain all personnel on an annual basis.

e. Physical Plant Conditions

- Complete refurbishing of DVQ by the end of FY 20 + 1.
- Complete refurbishing one VOQ by the end of FY 19XX.
- Reallocate the funds authorized to renovate DVQ to VOQ and renovate remaining VOQ facilities by the end of FY 20+2.
- Refurbish existing VEQ by the end of FY 20+ 1.
- Renovate the existing VEQ by the end of FY 20+2.
- Complete new NEQ by the end of FY 20+4.

IV. STRATEGY DEVELOPMENT

Fort Imaginary Billeting Activity has established marketing actions to improve current operations. Based on the evaluations reported above, these actions directly address issues raised in the environmental analysis, needs assessment and organizational assessment. This marketing plan calls for changes in the product, price, place and promotion of the Billeting facilities.

A. PRODUCT

Billeting is currently offering four different products to a captive target market, active duty military TDY or PCS orders. In order to meet the requirements of AR 210-11 and generate additional revenues, Billeting needs to include DOD civilians with TDY orders and retired military as additional target markets for their products. Billeting needs to evaluate their products individually to determine how to improve them. Billeting has identified their four products as DVQ, new VOQ, old VOQ and VEQ accommodations. In addition to specific product changes, Billeting will provide shampoo and soap in all guest rooms as soon as supplies arrive and improve customer service at the central Billeting office through employee training.

1. DVQ Accommodations

DVQ accommodations, 5 cottages on the lake near the marina, are 3-bedroom bungalows with a small living room, kitchen and bathroom. The bungalows comfortably accommodate a family of four. Located in a secluded area, the accommodations provide a lot of privacy. Both the facilities and furnishings need to be updated.

Billeting plans to refurbish the facilities by the end of this FY as budgeted. However, because of the limited number of guest accommodations (5), funds approved to renovate the DVQ in FY 20 + 2 will be redirected toward renovation of the remaining VOQ facilities. Renovation of the DVQ will be rescheduled as additional monies become available.

2. New VOQ Accommodations

Billeting has completed renovation and refurbishing of one VOQ building and has completed one-third of the work on a second building. Except for the lack of separate bathrooms (two guest rooms share one bathroom), current customers are very satisfied with the new VOQ. When both buildings are complete, they will serve as the flagship for the development of a new image for Billeting. Since the customers view the newly renovated VOQ accommodations as different from the old facilities, Billeting must treat these accommodations as a separate product in the evaluation of product acceptance and customer satisfaction.

Billeting will maintain the facility to ensure that customer satisfaction remains high. Priority will be given to housing as many of the active duty military officers, retired officers, and DOD civilians grade GS 9 or above (or equivalent) in these two buildings. Although current customers are dissatisfied with the lack of separate bathrooms, since renovations are near completion, Billeting cannot address this issue at this time. Billeting will sell sundry items at the front desk during operating hours at the new VOQ, old VOQ and VEQ facilities to better compete with the downtown hotels.

3. Old VOQ Accommodations

The remaining 4 VOQ buildings need to be refurbished and renovated. Current customers are dissatisfied with the condition of the facilities and furnishings and the lack of separate bathroom and telephones. Because the current facilities are under-utilized, the 77-room VOQ facility will be redesignated as a VEQ facility.

Billeting is currently completing customer service training for all personnel to insure quality customer service in all facilities, especially the old VOQ and the VEQ. In addition, Billeting is currently in the process of installing telephones in all of the guest rooms. Monies originally approved for renovation of the DVQ in FY 20+2 has been re-allocated to the renovation and refurbishing of the remaining three old VOQ buildings. This renovation will include a separate bathroom in each guest room. Renovations will be completed by the end of FY 20+2.

4. VEQ Accommodations

All of the VEQ buildings need renovation and refurbishing. Current customers are dissatisfied with the condition of the facilities and furnishings, size of the rooms, lack of televisions and telephones, and maid/housekeeping service. Because of the overcrowded conditions, the 77-room VOQ has been designated as a VEQ building.

Designation of the VOQ as a VEQ will allow Billeting to limit room occupancy to two enlisted men per guest room. This should limit the number of complaints about room size and overcrowding. The new 77-room VEQ will be designated as senior NCO quarters. Billeting will contract for 94 television sets for one of the VOQ buildings. Top priority will be given to senior NCOs who cannot be accommodated in the new VEQ building. Additional televisions will be purchased as the budget allows. To address complaints about the condition of the furniture, the existing VEQ buildings will be refurbished by the end of FY 20+1. The existing VEQ buildings will be renovated by the end of FY 20+2. A new 188-room VEQ building is planned for completion by the end of FY 20+4 at which time a needs assessment will be used to determine if the designated VEQ will be used as a VEQ or VOQ.

B. PRICING

Billeting needs to restructure its pricing for all of its facilities. Room rates are currently 50-60% below local motel rates and far below the installation authorized per them rate of \$35.00 for lodging. Guest facility occupancy rates are extremely low in both DVQ and VOQ reducing revenue needed to fund increasing operational costs and planned modernization of facilities and furnishings. In order to comply with the requirements of AR 210-11, room rates will have to be adjusted. Billeting recommends increasing room rates to 50% of per diem in 30 days and 75% of per diem in 90 days with rates effective only for guests who register after the new rates go into effect. The following compares current, 36-day, 90-day, and off-post room rates.

FIGURE 6: Pricing Structure

]	ROOM RATES		
	CURRENT	30 DAY	90 DAY	OFF-POST
DVQ:				
1 Person	\$12.00	\$17.50	\$ 28.00	\$43.00
2 Person	17.00	17.50	28.00	59.00
Family	+3.00*	28.00	30.00	+5.00
VOQ:				
1 Person	\$10.00	\$15.00	\$22.50	\$28.00
2 Person	15.00	17.50	22.50	36.00*
Family	+3.00*	22.50	25.00	+5.00*
VEQ:				
1 Person	\$4.00	\$12.00	\$14.50	\$28.00
2 Person	8.00	12.00	14.50	36.00
Family	N/A	N/A	N/A	+5.00*

^{*}Additional charge per child.

As can be seen, Billeting rates will still be substantially lower than that available off-post. The proposed room rates will enable Billeting to fund all expenses for repair/maintenance, utilities, labor, refurbishing, renovation and construction as required. Thus, the new rates will meet both the consumer's need for inexpensive guest quarters and Billeting's financial requirements.

Currently, Billeting accepts cash and checks for payment of guest bills. As a convenience to our newly identified target markets, Billeting will begin accepting VISA, MasterCard, and Diners Club in 30 days. Personnel will be trained in credit card procedures within the next 30 days.

C. PLACE

Billeting must consider its facilities and locations in the development of a successful marketing plan to reach new target markets and meet congressional guidance as stated in AR 210-11.

1. Location

The locations for the DVQ, VOQ, and VEQ Billeting facilities have different advantages and limitations that should be addressed.

a. DVQ

Current customers have complained about the isolated location of the DVQ facilities. For active duty military and civilians on TDY orders, it is not convenient to the installation facilities they need to fulfill their missions. However, for retirees vacationing in the Fort Imaginary area, the isolated and serene location on the lake and near the marina may be an advantage. Furthermore, unlike most active duty military and civilians on TDY orders staying in installation Billeting, retirees visiting the area have their own automobiles and, therefore, have easy access to post activities. For these reasons, Billeting considers retirees a prime target for increasing the occupancy rate for the DVQ.

b. VOQ

The VOQ facilities are conveniently located to most installation activities that current customers have requested information about such as the recreation center, gym and commissary. However, it is not near the Officer's Club. In conjunction with the Officer's Club, Billeting will provide bus service to the club for breakfast and dinner.

c. VEQ

Like the VOQ facilities, VEQ facilities are convenient to most activities except the clubs. In conjunction with the NCO Club, Billeting will provide bus service to the club for breakfast and dinner.

2. Facilities

With the exception of the newly renovated VOQ, all of Billeting's facilities need refurbishing and renovating. As an integral part of product image, scheduled refurbishment and renovation have been discussed in the product section.

D. PROMOTION

Billeting has identified five promotional tools that will be used to improve operations. These are publicity, advertising, point-of-purchase packets, contest, and personal selling.

1. Publicity

Articles are being written for post the newspaper. The articles emphasize the availability of lodgings in DVQ and VOQ for civilians on TDY orders and military retires. The articles also stress the renovation and refurbishing completed at VOQ and planned future projects. One article will be published each week for the next four weeks.

2. Advertising

Advertisements are being developed for both post and local newspapers. The advertisements stress room availability, rates, new target markets and convenient on-post location. The half page, black and white advertisements will be run weekly in the post newspaper and every other week in the local paper for the next 90 days.

B-21

3. Point-of Purchase Packets

Point-of-purchase packets are being assembled for each guest room. Each of the folders contains a newly developed brochure on Billeting and available services such as the sundry items available at the front desk and bus service to the clubs. The packets also contain a list of installation phone numbers, maps (post and local), and area points of interest. Each of the installation activities has agreed to supply Billeting with an insert and the clubs have agreed to supply menus. Most of the cost of the folders is being recouped through commercial sponsorship by several off-post restaurants.

4. Contest

A post wide LOGO contest is ongoing to determine a new installation Billeting logo for all facilities. Entry blanks can be picked up and returned at Billeting, NCO Club, Officer's Club and Youth Services Center. The prize for the selected logo is a \$200 savings bond. The contest ends in two weeks and selection of the logo will be completed in 30 days.

5. Personal Selling

Billeting personnel use personal selling everyday as they interact with customers. Customer service training is currently underway to ensure a high level of customer service. In addition, Billeting needs to use personal selling to encourage other activities to recommend Billeting to their customers. Scheduled visits to all installation activities will be completed within 30 days.

Fort Imaginary Billeting activity believes that this marketing plan will ensure that Billeting is able to conform to current congressional guidance as stated in AR 210-11. This conforms to Command's objective of improving availability and quality of installation housing for both permanent and temporary personnel. Implementation of the plan will begin as soon as possible. Effectiveness of the plan will be evaluated according to schedule as established by the objectives presented above.

APPENDIX C

MARKETING PLAN FOOD FOR THOUGHT

As you develop your marketing plan, you may wish to consider some points of information that have not been discussed in the Guidebook text. We have developed this "Food for Thought" section to help you explore as many topics as possible regarding your activity's marketing efforts. You may wish to discuss these points with your staff, supervisor, or other activity managers.

Included in this section are lists for a Child Development Center, an Arts and Crafts Centers, an Officer's Club, and a FMEAP program. Thus, there is a list of information for an activity in FSD, CRD, COD, and ACS that you should be able to relate to your individual activity.

As you refer to these sample lists, remember that some of these points of information may not apply to your activity. You probably will not include all of these points in your marketing plans; use those that pertain to your activity. For example, as a Youth Services Center Director, you would not need to consider current trends in early childhood education. However, you might want to evaluate the latest technique for encouraging youths to say "No" to drugs.

The importance of this information will vary by installation and by activity, and will also change over time. Reevaluate your data with each new marketing plan.

EXTERNAL ENVIRONMENT ANALYSIS

CDC	ARTS & CRAFTS	O'CLUB	F
	COMPETI	TIVE FACTORS	
Direct Competition - Commercial, church, Cooperative, private, home Daycare	Direct Competition - Youth Services, community arts/craft stores/centers, local colleges, local public/private schools, women's clubs, photo clubs, girl/boy scouts	Direct Competition - NCO Club, snack bars, vending machines, dining halls, restaurants, fast food restaurants, home delivery, off-post bars, and private clubs	Direct Compe - CPO, com agencies, state agency, local placement off
Indirect Competition - Parents, relatives, neighbors, other activities (e.g., music lessons, gymnasics, little league, parties)	Indirect Competition - Parties, friends, relatives, PX, grocery stores, other activities (e.g., dining out, bowling, movies, TV, little league)	Indirect Competition - Parties, friends, relatives, PX, grocery stores, other activities such as golfing, bowling, movies, television, and little league	Indirect Compactor - State/local private industrate schools, family response
	ECONON	IIC FACTORS	
- Local cost of living	- Local cost of living	- Local cost of living	- Local cost o
- COLA	- COLA	- COLA	- COLA
- Local unemployment rate (for personnel and consumers)	- Local unemployment rate (for personnel)	- Local unemployment rate (for personnel and consumers)	- Local unem (for person
- Projected cost of supplies, equipment, maintenance, and personnel	- Projected cost of supplies, equipment, maintenance, and personnel	- Projected cost of supplies, facility maintenance, and personnel	- Projected comaintenance,

EXTERNAL ENVIRONMENT ANALYSIS

CDC	ARTS & CRAFTS	O'CLUB	
	TECHNOLO	GICAL FACTORS	1
- Improvements in kitchen operations	- Improvements/changes in equipment/supplies	- Improvements in kitchen operations	- Changes in cequipment
 Improvements in record keeping Audio, visual, video and computer equipment Safe playground equipment and toys First aid equipment/supplies Education background of consumers 	 Improvements in operations Improvements in record keeping Audio, visual, and video equipment for instructional materials Reduction of utilities expenses 	 Improvements in record keeping Audio, visual, video, and computer equipment Reduction of utilities expenses 	- Changes in s
- Congressional and DA child care regulations - Local child care standards	LEGAL/POLI - Current congressional and DA regulations - Anticipated changes in regulations or local standards	- Congressional and DA regulations - Anticipated changes in regulations or local standards	- Congression - Anticipated

EXTERNAL ENVIRONMENT ANALYSIS

	O'CLUB	1
SOCIAL/CUL	TURAL FACTORS	T
- Current/projected number of dual income families	- Current/projected number of dual income families	- Current/pro
- Current/projected number of installation personnel and	- Current/projected number of installation personnel and	- Current/pro members see
- Current/projected number of	- Current/projected number of	- Trends in lo opportunites
- Current/projected trends in arts	- Current/projected number of	- Skill levels
- Customer preferences for	- Current trends in food	- Cross-cultu
Chertaninent	- Customer preferences for	
	consumers	
ECOLOGI	CAL FACTORS	1
- Recycling	- Recycling	- Local restri
- Chemical/waste disposal	- Local restrictions	- Safe facilitie
- Local restrictions		
	- Current/projected number of dual income families - Current/projected number of installation personnel and organizations - Current/projected number of children, retirees - Current/projected trends in arts and crafts preferences - Customer preferences for entertainment ECOLOGI - Recycling - Chemical/waste disposal	dual income families - Current/projected number of installation personnel and organizations - Current/projected number of children, retirees - Current/projected trends in arts and crafts preferences - Customer preferences for entertainment - Customer preferences for entertainment

ORGANIZATIONAL ENVIRONMENT

CDC	ARTS & CRAFTS	O'CLUB	
	CO	MMAND	<u> </u>
- Level of support	- Level of support	- Level of support	- Level of s
- Command philosophy	- Command philosophy	- Command philosophy	- Command
- Length of remaining assignment	- Length of remaining assignment	- Length of remaining assignment	- Length of
	ECOLOGI	CAL FACTORS	
- Staff size	Staff size	- Staff size	- Staff size
- Training	- Training	- Training	- Training
- Reliability	- Reliability	- Reliability	- Reliability
- Philosophies on child care	- Recruitment of quality staff	- Recruitment of quality staff	- Recruitment
- Recruitment of quality staff			- Philosophy (

ORGANIZATIONAL ENVIRONMENT

CDC	ARTS & CRAFTS	O'CLUB	
	RES	OURCES	
Facilities	Facilities	Facilities	Facilities
- Age, condition, layout, design, and safety issues	- Age, condition, layout, design, and safety issues	- Age, condition, layout, design, and safety issues	- Age, conc safety issue
Furniture/Fixtures	Furniture/Fixtures	Furniture/Fixtures	Furniture/Fixt
- Age, condition, safety	- Age, condition, safety	- Age, condition, safety	- Age, cond
Equipment	Equipment	Equipment	Equipment
- Age, condition, amount, and safety	- Age, amount, condition, appropriateness, and safety	- Age, amount, condition, and safety	- Age, amo
DI 1	English atte	Par 19 - 29 -	Supplies - Reference
Playground - Equipment, condition, appearance	Facility site - Condition of grounds/physical appearance	Facility site - Condition of grounds/physical appearance	employers, SF171s, vic
Parking Lot	Parking Lot	Parking Lot	Parking Lot
- Access, spaces, condition	- Access, number of spaces, condition	- Access, number of spaces, and condition	- Access, no condition
Personnel	0011011011		0011011011
- Size/availability of staff	Personnel - Size/availability of staff	Personnel - Size/availability of staff	Personnel - Size/availa
Funding	- Size/availability of staff	- Size/availability of staff	- Size/avana
- Budgetary constraints	Funding	Funding	Funding
	- Budgetary constraints	- Budgetary constraints	- Budgetary c
	CON	SUMERS	
- Current/potential consumers	- Current/potential consumers	- Current/potential consumers	- Current/pote
(parents, children)	(parents, children)	(parents, children)	children)
- Complaints/problems	- Complaints/problems	- Complaints/problems	- Complaints/
- Level of	- Level of	- Level of	- Level of sati
satisfaction/dissatisfaction	satisfaction/dissatisfaction	satisfaction/dissatisfaction	- Age, training
- Wait list	- Training schedules	- Training schedules	history
- Duty hours	- Duty hours	- Type of training - Duty hours	
		C-6	

STRATEGY DEVELOPMENT

CDC	ARTS & CRAFTS	O'CLUB	_
	PR	ODUCT	•
- Programs (hourly, full day, infant, toddler, preschool, part-day preschool, before-and after-school care, parent involvement programs, and PET) - Guarantee/warrantee (child	- Products/programs (resale items, including arts & crafts supplies, courses, fairs, and special events) - Guarantee/warrantee (courtesous service, up-to-date	- Products (breakfast, lunch, dinner, catering, private parties, meeting room, weddings, lounge, special events, specialty items) - Guarantee/warrantee (delicious	- Products career cou workshops techniques informatio training, e program, j and profes
safety, educational opportunities)	equipment and techniques, safe facilities)	meals, comfortable atmosphere, good service)	groups)
- Special features (monthly parents' night, lunch with	- Special features (e.g., free gift boxes with purchases)	- Special features (e.g., kid's menu)	- Package a
Mom/Dad) - Safety (food quality, safe	- Safety (safety instructions, nontoxic materials)	- Safety (quality of ingredients, condition of dance floor)	knowledgea
equipment, safe children) - After-sales service (handling complaints, class reunions)	- After-sales service (handling complaints, response to inquiries)	- After-sales service (handling complaints, response to inquiries)	during wor
- Other benefits (socialization skills, special education	- Other benefits (skill development, companionship,	- Other benefits (companionship, relaxation, entertainment)	- After-sale follow-ups)
classes)	relaxation, entertainment)		- Other benefit spouses)
	<u> </u>	PRICE	
- Hourly rates	- Overall pricing strategy	- Overall pricing strategy	- Indirect cost
- Full day rates	- Discounts/allowances	- Discounts/allowances	interview/job,
- Discounts and allowances - Nonmonetary costs to consumers (other activities,	- Nonmonetary costs to consumers (other activities)	- Nonmonetary costs to consumers (other activities)	- Nonmonetal anxiety, perso
separation anxiety, guilt)		C-7	

STRATEGY DEVELOPMENT

CDC	ARTS & CRAFTS	O'CLUB	
	P	LACE	
- Location (relative to other installation activities, offices, and housing areas; condition of parking lot, and grounds; ease of ingress and egress)	- Location (relative to other installation activities, offices, and housing areas; condition of parking lot, and grounds; ease of ingress and egress)	- Location (relative to other installation activities, offices, and housing areas; condition of parking lot, and grounds; ease of ingress and egress)	- Location (installation housing are lot, and gro egress)
- Plant (condition of facilities, furnishings)	- Plant (condition of facilities, furnishings)	- Plant (condition of facilities, furnishings)	- Plant (con furnishings)
Inventory (supplies, equipment)Timing (days/hours of	Inventory (supplies, equipment)Timing (days/hours of	Inventory (supplies, equipment)Timing (days/hours of	- Inventory - Timing (d
operation)	operation)	operation)	
	DD()	MOTION	

PROMOTION

- Personal selling (to customers and command) - Point of Purchase (displays, posters, pamphlets, menus) - Incentives (tee shirts, balloons) - Demonstrations (art, science projects, parent education) - Contests (for children, everyone must be a winner) - Advertising (timing, frequency, design)	- Personal selling (to customers and command) - Point of Purchase (displays, posters, price/product lists) - Incentives (tee shirts, refrigerator magnets) - Demonstrations (cake decorating, basket weaving) - Contests - Advertising (timing, frequency, design)	- Personal selling (to customers and command) - Point of Purchase (displays, posters, menus) - Incentives (rose for Mom, free appetizers) - Demonstrations (cake decorating, garnishes) - Contests - Advertising (timing, frequency, design)	- Personal sell command) - Point of Pur posters, pamp - Demonstrati - Contests (br program) - Advertising design) - Word-of-mc - Referrals
		design)	
- Word-of-mouth	- Word-of-mouth	- Word-of-mouth	- Publicity
- Referrals	- Referrals	- Referrals	- Trade shows
- Publicity	- Publicity	- Publicity	orientation, sp
- Month of the Military Child;			Services, OW
Week of the Young Child			meetings)

APPENDIX D				
WORKSHEETS				
INSTRUCTIONS: These worksheets will help you record your research data. We suggest you keep the originals unmarked for future use, so make photocopies of them before you start. Then fill out the copies as you progress through the various sections of your marketing plan.				
D 1				

	COMPETITIVE ENVI	RONMENT
DIRECT COMPETIT	<u>ION</u>	INDIRECT COMPETITION
		Key Alternatives:
Number?		
Size?		
Distance?		
Price Range?	<u>\$</u>	
Average Price?	<u>\$</u>	
Our Market Share?	<u>\$</u> <u>\$</u> <u>%</u>	
Major Competition		
** 1	T	***
How do we compare?	Better Sa	ame Worse
How are we different?		
Why clients use our pro	oduct(s):	
•		
Why use our products) instead of an alternative a	activity?
why use our product(s	j msteau of an alternative a	ictivity!

(NOTE: You may need to complete separate worksheets for major programs in your activity.)

ECONOMIC ENVIRONMENT			
Which of the following apply?			
	Local Economy	National Economy	
Inflation Stability Recession			
Unemployment Rate: High Stable Low			
List 2 or 3 threats or opport	unities for our activity:		
How can we respond?			

TECHNOLOGICAL ENVIRONMENT Is our product technology (what we sell) Current? ____ Outdated? ____ Should we change the products we offer? Yes ____ No ____ If yes, how? What are 2 or 3 threats or opportunities associated with product technology for our activity? Is our process technology (how we do things)? Advanced ____ Average ___ Outdated ____ What are 2 or 3 threats or opportunities associated with process technology for our activity? Major things we could use/do to improve our process technology:

LEGAL/POLITICAL ENVIRONMENT Do the following have a positive or negative impact on us? Negative Positive National: President Congress State Local List any new laws that impact us: How do they impact our customers and us? List 2 or 3 opportunities: List 2 or 3 threats: What can we do?

NEEDS ASSESSMENT INFORMATION GAP AND RESEARCH OBJECTIVES

How did we discover the information gap?CommandEmployeesCustomers
How critical was the information for decision-making?
VerySomewhat
How quickly did we need the information?
Who was the information for?
Command
Division
Activity
Manager
Employees
What was our research objective?
Decision-making
Decision support
Problem Identification
Idea Generation
State our full research objective.

NEEDS ASSESSMENT RESEARCH DESIGN What research method did we use? _____Historical Research _____Brainstorming Session _____Focus Group Session(s) _____ In Person Surveys _____ Telephone Surveys Why did we choose that method? How did we select our participants? _____Random Sampling _____Stratified Sampling _____Systematic Sampling _____Systematic Sampling _____Convenience Sampling _____Entire Population Why did we use that sampling method? How many participants did we want? How many participants did we get? What percentage of the population did that represent? Did the characteristics of the sample match-- those of the population? ____Yes __ No How did we analyze the data? Why did we use that method of analysis?

NEEDS ASSESSMENT SUMMARY OF RESULTS				
List the Concerns We Investigated:	Findings:			
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
List the Population Characteristics We Gathered Information About:	Findings:			
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

(NOTE: Use a separate worksheet for each target market you have identified.)

NEEDS ASSESSMENT DISCUSSION OF RESULTS

(Be sure to refer to the organizational assessment worksheets.)

(DC 5d	ire to refer to the organization	ionai assessment workshee	7.5.)
Define our target mark	ets in terms of their popula	ntion characteristics: Target Markets	
	1	2	3
Characteristic:			
1		-	
2			
3			
4			
5			
List the participants' co	oncerns and/or wants and n	eeds by target market. Target Markets	
Concern:	1	2	3
1			
2			
3			
4			
5			
1.	s's concerns by target.mark	et:	
2			
4 5			

COMMAND				
Where does our activity rank on Command's MWR priority list?				
Why?				
What are two or three things we can do to improve or maintain support for our activity?				

PERSONNEL				
(Consider how the economic environment might impact your ability to attract and keep quality employees.)				
Are our empl	oyees a:Strength?	Weakness	?	
Why?				
Employees:	Number:			
Employees.	Good	Adequate	Insufficient	
Quality Training Scheduling				
Are our volui	nteers a:Strength?	Weaknes	ss?	
Why?				
Volunteers:	Number	 Adequate	Insufficient	
Quality Training Scheduling		<u> </u>		
List 2 or 3 ways to improve customer service:				

	RESOURCES			
(Be sure to consid	ler the economic and political/	legal environments.)		
In relation to our organization, how		Waalmaga		
Employees	Strength	Weakness		
Employees Facilities				
Funding				
				
Why: Employees				
Facilities				
			_	
Funding				
List 2 or 3 employee issues we mus	st address:			
List 2 or 3 facility issues we must a	address:			
			_	
List 2 or 3 funding issue s we must	address:			

CONSUMERS

(Be sure to consider your needs assessment findings as well as the social/cultural, legal/political, and economic environments.)

How many customers do we have?			
How many customers can we serve?			
For the following items, our custome	ers' levels of sa	tisfaction are:	
<i>g</i> ,	High	Medium	Low
Quality of Products	C		
Variety of Products			
Quality of Service			
Our Facility			
Hours of Operation			
Prices			
For the following items, the level of i	importance for	our customers	and potential customers
is:	Very	Somewhat	Not at all
Quality of Products			
Variety of Products			
Quality of Service			
Our Facility			
Hours of Operation			
Prices			
Our target markets can be described			C 1
	Primary		Secondary
Age Range			
Sex			
Education Level			
Income Level			
Marital Status			
Number of Children			
Location			
Hobbies			
Special Needs			
Other			
How can we best serve our target ma	arkets?		

U.S. ARMY STRUCTURE AND REGULATIONS				
In relation to our organization, we should c	onsider: Strength	Weakness	Neither	
Army Structure Regulations				
Why?				
Army Structure				
Regulations				
List 2 or 3 Army structure issues we must a	ddress:			
List important regulation issues we must ad	dress:			
[

SWOT STRENGTHS

(Please review the worksheets on Organizational Assessment and Needs Assessment.)

our organiza	ational strengths according to our customers.
our organiza	
our organiza	ational strengths according to our customers.
our organiza	ational strengths according to our customers.
our organiza	ational strengths according to our customers.
our organiza	ational strengths according to our customers.
our organiza	ational strengths according to our customers.
our organiza	ational strengths according to our customers.
our organiza	ational strengths according to our customers.
our organiza	ational strengths according to our customers.

SWOT WEAKNESSES

(Please review the worksheets on Organizational Assessment and Needs Assessment.)

9	_
10.	_
11.	_
12.	-

SWOT OPPORTUNITIES

(Please review the worksheets on External Environmental Analysis and Needs Assessment.)

t our op	
	portunities according to our customers.

SWOT THREATS

(Please review the worksheets on External Environmental Analysis and Needs Assessment.) List our organizational weaknesses based on our External Environmental Analysis. 10. _____ List our threats according to our customers 5. _____ 10. _____

MISSION (Be sure to refer to the worksheets on Command and Army structure and regulations.) What products do we currently offer? What products do we want to offer? Who do we serve (our customers)? Who do we want to serve? State our installation's mission: State our division's mission: State our mission:

\sim	\sim	A 1	rc
G	L)	Αı	

(Be sure to refer back to the Mission, Command, Army Rules and Regulations, Cultural/Social Environment, and Needs Assessment.) List our 5 most important goals for the next year: List our 3 most important goals for the next 5 years: How do these support the missions of our installation, division, and activity?

(NOTE: For most organizations, as the planning cycle becomes longer, then goals become fewer and more generalized).

OBJECTIVES

(Be sure to refer to the worksheets on Goals, Mission, Command, Army Rules and Regulations, and Needs Assessment)

т.,	
	t our 10 short-term objectives (1 year):
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 3. 4. 	
	w do our objectives support our mission?
Hov	w do our objectives support our goals?

PRODUCT

(Refer to the worksheets on Needs Assessment, Competition, Mission, Goals, and Objectives) What is our: Brand Name: Package and Label: Guarantees/Warranties: Service: _____ After Sales Service: Special Features: Physical Attributes: Other Benefits: How does our product satisfy our customer's needs and wants?

(NOTE: Complete one form for each product offering.)

PRODUCT (CONTINUED)
(Be sure to refer to the worksheets for Needs Assessment, Competition, Mission, Goals, and Objectives.)
What direct benefits do customers receive when they use our products?
What indirect benefits do customers receive when they use our products?
NOTES:

(NOTE. Complete one worksheet for each product).

DIRECT COSTS	
(Be sure to refer to the worksheets for Needs Assessment, Objectives.)	Competition, Mission, Goals, and
What is our pricing strategy?	
Why do we use that pricing method?	
Are we changing our pricing?Yes	No
If Yes, why are we changing our pricing?	
If No, why are we keeping our prices the same? List our products and prices:	
Product	Price
1.	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$ \$

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(Be sure to refer to the worksheets for Needs Assessment, Competition, Mission, Goals, and Objectives.)

ist our products and indirect cons	umer costs:
Product	Indirect Costs
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roduct	Nonmonetary Costs
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ist 3 ways we can lower these cos	
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ACTIVITY COSTS (Refer to the worksheet on Resources) Include a copy of our summary budget. Can we do everything we say we can do? ____Yes ____No If yes, how does the budget support our plan? If no, how do we prioritize our programs?

PLACE
(Be sure to refer to the worksheets on Resources and Needs Assessment.)
How convenient is our facility for our customers?VerySomewhatNot at All
Are we:
Close to housingClose to work sitesClose to other activitiesFar from everythingOther
What is the condition of our physical plant (facility)?
GoodAveragePoor'
What do our customers think of our physical plant (facility)?
GoodAveragePoor
What 2 or 3 things we can do to improve our plant?
1
Do we have an inventory control system?YesNo
What is our lead time for ordering supplies?
What is our lead time for ordering products?
How satisfied are our customers with the availability of our products? VerySomewhatNot at All
What 2 or 3 things we can do to improve our inventory system? 1

PLACE (CONTINUED) What are our hours of operation? Day Open Close Monday Tuesday Wednesday Thursday Friday Saturday Sunday What do our customers think about our hours of operations? ____Average ____Poor ____Good Do our hours of operation conflict with other activities? ____Yes ____No What can we do to improve our hours of operation for our customers? How can we improve the way supplies and products arrive? Can we transport our product to a site more convenient for our customers? ____Yes ____No How?

PROMOTION				
Be sure to refer to your worksheets on Needs Assessment, Army Rules and Regulations, Product, Price, and Place.)				
Which of the following promotional tools do we use?				
Advertising				
Print				
Radio				
Television				
Billboard				
Contests				
Demonstrations				
Incentives				
Point of Purchase				
Trade Shows				
Personal Selling				
Publicity/Public Relations (
Referrals				
Word of Mouth				
Why did we select these promotional tools?				

PROMOTION (CONTINUED) Product ____ **Promotional Tools** Why are we using these promotional tools? What is the purpose of our promotional efforts? Location _____ Timing _____ Frequency _____ Target Market _____ Reach _____ Are there any special procedures or policies regarding this promotional tool?

(NOTE: Fill out a separate copy of this form for each promotional effort you undertake.)

Have we co	ompleted all the relevant worksheets?
	YesNo
Which Wor	rksheets are relevant for our marketing plan?
Select thos	e worksheets.
Review the	worksheets for consistency. What adjustments do we need to make?
What do w	e consider the key points for inclusion in the executive summary?

IMPLEMENTATION
How will we sell our plan to command?
How will we sell our plan to our employees?
How will we obtain the cooperation of the installation support staff (e.g., marketing, finance,
procurement)?
Once we have approval for the plan, what will be our timetable?

EVALUATION (Refer to your worksheet on Objectives.) Complete the following: Objective When to Evaluate Result

MARKETING GLOSSARY

ACTIVITY (ORGANIZATION OR PLANNING UNIT):

Army organization providing products at the, installation level (e.g., the NCO/ENL Club).

ADOPTION CURVE:

Description of the rate at which consumers accept and try new products. Demonstrates that few products are instant successes.

ADVANCED STATISTICAL ANALYSES:

Methods of summarizing and analyzing large quantities of data, usually requiring special computer programs or extensive mathematical skills (e.g., ANOVA, regression analysis, factor analysis, canonical correlation, discriminant analysis).

ADVERTISING:

One type of promotional activity. Paid impersonal communication simultaneously aimed at a large number of individuals by an identified sponsor. Can be broadcast (television, radio, video), billboard (electronic, stationary), or print (flyers, newspapers, magazines).

AFTER SALES SERVICE (AFTER TRANSACTION SERVICE OR FOLLOW-UP):

All activities undertaken to insure that customers remain satisfied with our product after they have purchased it (e.g., thanking the customer, calling to see if they have problems or need assistance, answering complaints).

AFTER TRANSACTION SERVICE (SEE AFTER SALES SERVICE)

AGENDA:

A formal schedule of topics to be covered during a brainstorming session.

BIASED RESEARCH METHOD OR RESULTS:

Respondents tell the researcher what they believe the researcher wants to hear and not what the respondents really believe. This can happen when the researcher selects the marketing research (needs assessment) data collection and/or analysis method so that he or she will get the results they want (e.g., the childcare center director wants a new facility so he or she begins the survey with a statement about the health hazards at the current facility and then asks the respo~R4ent if they think a new center should be built).

BRAINSTORMING:

Method of gathering needs assessment data from activity experts (e.g., employees, contractors, volunteers, other activity managers) to solve a current problem. Requires holding a meeting designed to address a specific issue or problem in an atmosphere that is open to new ideas and nonthreatening.

BRAND:

The name of a product including the organization name, activity name, and specific product (e.g., Fort Imaginary's Bowling Lanes Midnight Bowl).

BREAK EVEN:

- 1. The point at which an activity is generating cash instead of absorbing cash.
- 2. A method of establishing prices based on balancing expenses and consumer demand. Product prices are based on estimated consumer demand for the product.

BUSINESS DEFINITION:

Our self-image. How we describe our activity in terms of the products offered and the customers served (e.g., Fort Imaginary's Golf Activity is a high quality full service golfing facility for military personnel, retirees, and their families).

CLIENT (CUSTOMER OR CONSUMER):

Individual who purchases our product or products; the individual we exist to serve; and the center of our activity's universe.

COMPETITION (COMPETITIVE ENVIRONMENT):

All organizations and individuals that consumers can spend their time, effort, and money on instead of our activity. It includes both direct competitors (organizations offering the same products we do) and indirect competitors (organizations offering alternative products).

COMPETITIVE ENVIRONMENT (SEE COMPETITION) COMPETITIVE PRICING: Determination of what our competition charges for the products we offer and then setting our prices at the competitive average, high, or low price (the average price of a hamburger off-post is \$1.69 so we will charge \$1.49).

CONFIDENTIALITY.

Assurances given to marketing research (needs assessment) project participants that the information they give will remain anonymous. Can increase participation in the marketing research project.

CONSUMER (SEE CLIENT)

CONSUMER COSTS (PRICE):

Everything the consumer pays to obtain a product. This includes direct costs (dollars paid to the activity) and indirect costs (dollars paid to another organization or individual, such as a baby sitter). Also includes monetary expenses and nonmonetary expenses (e.g., time, effort, or opportunity to do other things).

CONSUMER RELATED DIMENSIONS:

Segmenting factors related to consumer's demographic, personal, and social characteristics. Useful in the definition of a target market or target markets for a particular product (e.g., Saturday morning Tiny Tot Swimming Lessons marketed to mothers of 2 and 3 year olds) or activity (e.g., Hourly Childcare Center marketed to ACS volunteers).

CONTESTS:

Promotional events designed to create an interest in an activity or product (e.g., new name for the recreation center with a prize of free use of a pool table for a year).

CONTROLLABLE FACTORS (ORGANIZATIONAL ENVIRONMENT):

Elements of the activity's environment the activity has <u>some</u> influence over through proactive measures. These elements include the Army structure, command, employees, resources, contractors, and consumers.

CONVENIENCE SAMPLE:

Individuals selected for participation in a marketing research (needs assessment) project because they are readily available (e.g., giving satisfaction card only to customers on Monday at lunch). This selection method frequently misses key individuals and important information.

COST OF GOODS SOLD:

Pricing method based on activity expenses and not on perceived value to the consumer. Insures an established rate of return per item sold.

CRITICAL PRODUCTS (CRITICAL PROGRAMS):

Products the activity <u>must</u> offer to fulfill its mission, meet regulatory requirements, or satisfy command (e.g., According to the regulations, an installation ACS must have a FAP program).

CRITICAL PROGRAMS (SEE CRITICAL PRODUCTS)

CUSTOMER (SEE CLIENT)

CUSTOMER ORIENTED (CUSTOMER ORIENTATION):

An organizational philosophy that proposes that the consumer comes first. The only reason an activity exists is to serve the consumer.

CUSTOMER SERVICE (SERVICE):

The manner in which we deliver our products to the consumers. Includes all aspects of our personal contact with the consumer (e.g., how we greet consumers, our appearance, our knowledge of the products).

DATA ANALYSIS:

Summarizing the information that has been gathered during a marketing research (needs assessment) project into a useful format (e.g., statistical evaluation, categorization of qualitative responses).

DATA COLLECTION:

The process of gathering information to evaluate current and potential customers' wants and needs. The implementation of a research design (conducting the survey, running the focus group, holding a brainstorming session, and conducting historical research).

DECLINE STAGE:

Final period in the Product Life Cycle. When the activity needs to evaluate whether or not to continue offering the product based on consumer demand and resources.

DEMONSTRATIONS:

Promotional events aimed at explaining to consumers how to use our products (e.g., why the latest bowling ball is better) or to attract attention to our activity (e.g., cake decorating at the Officer's Club).

DEVELOPMENT STAGE:

First period in the Product Life Cycle. The activity recognizes an unfulfilled need, conceptualizes and develops a product to fill that need, and determines marketing strategies.

DIRECT COMPETITION:

Organizations, both on-post and off-post that offer the same product we do (e.g., YWCA for Youth Services, College Placement Centers for FMEAP).

DISTRIBUTION AND COLLECTION METHODS:

The manner in which mail surveys are sent to and collected from respondents (e.g., through command, central distribution and collection points, postal service).

ECOLOGICAL ENVIRONMENT:

Uncontrollable factor that can present obstacles for the effective operation of the organization (e.g., we cannot expand the parking lot because of an installation prohibition on cutting down trees) or an opportunity to provide a new product (e.g., Youth Services runs an Earth Day Program).

ECONOMIC ENVIRONMENT.

Uncontrollable factor that can present obstacles for the effective operation of the organization (e.g., dinner traffic dropped 30% because of the increased local unemployment rate) or an opportunity to provide a new product (e.g., because of low local cost of living, we can offer a greater variety of products on post).

ENVIRONMENTAL ANALYSIS (EXTERNAL ENVIRONMENTAL ANALYSIS):

Evaluation of six factors (Competitive Environment, Ecological Environment, Economic Environment, Political/Legal Environment, Social/Cultural Environment, Technological Environment) the activity cannot control for possible threats and opportunities. A part of the strategic planning process and marketing plan.

EVALUATION:

The final stage in the strategic planning process. It is making sure that the activity is achieving the objectives as stated in the marketing plan and making any necessary adjustments.

EXECUTIVE SUMMARY:

A one page abstract of the marketing plan placed at the beginning of the written plan. The abstract highlights the most important parts of the plan.

EXTERNAL ENVIRONMENTAL ANALYSIS (SEE ENVIRONMENTAL ANALYSIS)

EXTERNAL ORIENTATION:

An attitude in which the activity puts the customer first while carefully monitoring the external environment and the larger organization for changes that result in threats or opportunities for the activity.

FACILITY RESOURCES:

The capacity and utilization of space available for our activity. The condition of our physical plant.

FIELD OF EXPERIENCE:

The unique background of an individual consumer that distinguishes him/her from other consumers.

FINANCIAL RESOURCES:

The funding or budgetary constraints placed upon an activity, division, or installation, including the source of funds (APF versus NAF).

FOCUS GROUPS:

Method of gathering marketing research (needs assessment) data from consumers (current and/or potential) to evaluate a current problem. Requires holding a session(s) designed to address a specific issue or problem in an atmosphere that is non-threatening and open to new ideas.

FOLLOW-UP (SEE AFTER SALES SERVICE)

4P's (MARKETING MIX OR STRATEGIC DEVELOPMENT):

The product, price, place and promotion strategies designed to reach a specific target market or target markets. A cohesive approach to ensure the effective and efficient operation of a business.

GOALS:

Long term (usually 5 or more years) general statements of where the organization is going. Statements serve as a frame of reference for the organization, command, and employees.

GOODS:

Products that have physical attributes. Products that provide the consumer with ownership and that can be held in inventory by both the organization and the consumer.

GROWTH STAGE:

Third period in the product life cycle. Period during which an activity experiences a rapid increase in consumer awareness of and demand for its recently introduced product.

GUARANTEES AND WARRANTIES:

Assurances (implied or expressed) given to consumers that our products will perform at or meet some established standard.

HIERARCHY OF NEEDS:

Theory suggesting that there are five basic human needs (physiological, safety, love, esteem, and self-fulfillment) starting with the most basic and moving to the most complex. The theory is sometimes useful in understanding distinct market segments.

HISTORICAL RESEARCH (SECONDARY RESEARCH):

Needs Assessment method that relies on the evaluation of existing data and information that was originally gathered for another purpose. The process of evaluating organizational records and files , library research, and information from other organizations.

IDEAS:

Products that have no tangible entity and do not involve an organization or individual doing something or lending something

to a consumer.

IMAGE:

The perception that consumers have of our product or activity. This will vary across consumers.

IMPLEMENTATION:

The process of getting the support (e.g., command, employees) for our marketing plan and putting into action.

INCENTIVES:

Promotional items given to consumers to encourage consumption of our products which are not an intrinsic part of our basic product (e.g., coloring book menus, key rings, hats, refrigerator magnets).

INDIRECT COMPETITION:

Any place, activity, or organization that consumers can spend their time and effort on instead of our activity (e.g., for a club,

little league, televisions, family picnic, the crossword puzzle).

INFORMATION GAP:

Missing data that we need in order to make an informed decision (e.g., customer satisfaction, consumer preference, command priorities).

INSTRUMENT:

Questionnaire or recording form used in the collection of any type of marketing research (needs assessment) data.

INTERPERSONAL CHARACTERISTICS:

Individual consumer characteristics that are shared by more that one member of the population (e.g., culture, age, sex).

INTRAPERSONAL CHARACTERISTICS:

Consumer traits that are unique to the individual; factors that make us unique (e.g., personality, perceptions, motivation).

INTRODUCTION STAGE:

The second period in the product life cycle. Period during which the activity attempts to create interest in and initial trial for a new product.

INVENTORY:

Items that are held in storage for later consumption by customers. Items that are held in storage for use by the organization in the production of goods and services.

LABEL:

The instructions, brand name, description physically attached to the outside of a product. Sometimes considered the name associated with a product.

LEVELS OF DISTRIBUTION:

The number of outlets that carry an organization's goods or provide an organization's services.

LOCATION:

The activity's site. For marketing, it is important in terms of how easy is it for customers to get in and out (ingress and egress), how close is it to housing areas, and how close is it to other activities.

LOGO:

A distinctive mark, symbol or representation closely associated with a particular brand or product (e.g., Fort Imaginary's Youth Services has a distinctive sign that distinguishes it from other installation's Youth Services Centers).

LONG TERM:

An organization's planning horizon covering five or more years.

MARK-UP:

The amount an acti%ity charges for a product in addition to the price the activity paid for the product.

MARKET POTENTIAL (MARKET SIZE OR TOTAL MARKET):

The total number of individuals in the target market(s) for our product. All of the individuals with a want or need that our product could satisfy.

MARKET SEGMENTATION:

The process of dividing the population into groups for the purpose of tailoring marketing efforts to better meet the individual

group's wants and needs.

MARKET SHARE:

The percentage of the total market for our product that actually purchase the product at our activity (e.g., we sell 25% of all the bowling games to military personnel in our area).

MARKET SIZE (SEE MARKET POTENTIAL)

MARKETING:

The process of planning and executing the conception, pricing, and promotion and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives (American Marketing Association's definition).

MARKETING MIX (SEE 4Ps)

MARKETING PLAN (WRITTEN MARKETING PLAN):

A formal written document which includes an executive summary, external environmental analysis findings, needs assessment findings, organizational assessment, and strategic development for a planning unit (e.g., activity, division, installation, MACOM, U.S. Army). The document serves as a basis for decision making and/or decision support.

MARKETING RESEARCH (NEEDS ASSESSMENT):

The process of evaluating consumer wants and needs through historical research, brainstorming, focus groups, or survey research. A careful and planned evaluation of the marketplace.

MARKETING TRANSACTION (SALE OR PURCHASE):

The completion of the exchange process where something of value (a product) is traded for something else of value (e.g., time, effort, money).

MATURITY STAGE:

The fourth period in the product life cycle. The period during which demand for the product stabilizes and consumers are very aware of the product and its benefits.



MEAN:

The mathematical average of a group or series of numbers. Can be used when responses are fairly close and categories are evenly spaced.

MEDIAN:

The midpoint of a series of equally spaced values. Can be used when response values are fairly close.

MISSION STATEMENT:

Who and what the organization is and wants to be. Should be stated in terms of customers served and products offered (e.g.,

Fort Imaginary's Childcare Center: Providing safe and loving daycare for the 3 month to 12 year old children of Fort Imaginary military and civilian employees).

MODE:

Distribution measure used when responses are clustered at one or two values. Should be used only when data clearly indicates one or two preferred values. An appropriate summary method when values are not evenly spaced.

NEED:

30

An individual's physical, psychological, or social situation that requires satisfaction in order to alleviate current level(s) of stress. The individual is experiencing a state of unrest or tension. It is the individual's basic requirements such as food, rink, love, and safety.

NEEDS ASSESSMENT (SEE MARKETING RESEARCH)

OBJECTIVES:

Part of the strategic planning process and the written marketing plan. Clear concise quantified statements of what the organization will achieve within a stated time frame (e.g., You Service will increase participation by 15% within

days).

ORGANIZATION (ACTIVITY OR PLANNING UNIT):

The basic unit that provides the decision-making function. There are multiple levels providing decision-making including the activity (e.g., ITR or Youth Services), division (e.g., COD), ADCFA, installation, MACOM, and DA.

ORGANIZATIONAL ASSESSMENT:

Part of the strategic planning process and written marketing plan. Evaluation of immediate environment the planning unit operates in including consumers, contractors, Army structure and regulations, resources, employees and command. In addition, the planning unit will evaluate its strengths, weakness, threats, and opportunities as well as its mission, goals and objectives.

OTHER BENEFITS:

One component of a product. The value customers receive from our product beyond the product's core value. What differentiates our product from our competition's product (e.g., a car provides transportation but a Mercedes provides prestige).

PACKAGE:

One component of a product. The box or container a product comes in, it may or may not be distinguishable from the product (e.g., golf balls come three to a package, the ice cream cone itself serves as the package, the room a resume writing workshop is held in acts as its package).

PARTICIPANTS (RESPONDENTS):

- 1. Individual consumers who purchase our products and/or use our facilities.
- 2. Individual respondents who take part in a marketing research (needs assessment) project in a brainstorming session, in a focus group, or through a survey.

PERCENTAGE:

- 1. In marketing research (needs assessment) a method of summarizing data by comparing the number of particular responses relative to all responses. The method should be used when there are variations in the response values or when categories are not mutually exclusive.
- 2. In market share analysis, method of reporting the planning unit's market share relative to the entire market or entire demand for the product class (e.g., Fort Imaginary's Bowling Lanes have a 22% share of the bowling market).

PERSONAL SELLING:

Marketing interaction between buyers and sellers performed on a one by one basis to encourage the purchase of a good, service, or idea. The process of selling activity or division actions or plans to command.

PERSONNEL RESOURCES:

The quality, training, and number of employees available for the operation of our activity, division, or installation.

PHYSICAL ATTRIBUTES:

A product, when it is a good, can be described on the basis of its tangible characteristics (e.g., a car has four wheels, a steering wheel, turn signal, windshield wiper). Services and ideas do not normally have tangible characteristics.

PHYSIOLOGICAL BENEFITS:

Tangible value customers receive when they purchase our products (e.g., exercise for golf, a full stomach for dinner at the Officer's Club).

PLACE:

One of the 4P's (Marketing Mix All activities required to facilitate the flow of goods, services, or ideas as they move from producers to consumers. Decision here include location, plant, inventory, timing, and transportation.

PLANNING UNIT (SEE ACTIVITY)

PLANT:

One of the components of place. Condition, age, and size of the activity or division's facilities. An activity's facilities have a direct impact on consumer's perception of quality.

PLC (SEE PRODUCT LIFE CYCLE)

POINT OF PURCHASE:

Promotional efforts displayed at the activity designed to encourage the purchase of the activity's products (e.g., posters, pamphlets, and incentives such as sun visors, key rings and refrigerator magnets).

POLITICAL/LEGAL ENVIRONMENT:

Uncontrollable factor that can present obstacles to or opportunities for the effective and efficient operation of an organization. Although the primary concern for MWR activities rest with the national level, organization should also evaluate the state and local political/legal environment for impacts on the activity's and competition.

POPULATION CHARACTERISTICS (SEGMENTING DIMENSIONS):

Demographic, social, and personal attributes used to describe the community for segmentation and target marketing purposes.

PRICE (SEE CONSUMER COSTS)

PRODUCT(PROGRAM):

The generic term for a good, service or idea. Every benefit a consumer believes he or she receives when completing a marketing transaction for a good, service, or idea, including both psychological and physical benefits (e.g., a game of bowling might include fun, entertainment, exercise, companionship, gossip, and relaxation). The 10 components of a product are brand, package and label, guarantee/warranty, customer service, special features, physical attributes (goods only), safety, image, after sales service, and other benefits.

PRODUCT LIFE CYCLE (PLC):

Products go through distinct stages (development, introduction, growth, maturity, and decline) over the span of their existence. Understanding what stage an activity's product is in can assist the manager in determining appropriate marketing activities.

PROGRAM (SEE PRODUCT)

PROMOTION:

Marketing communication between buyers and sellers designed to inform, remind, and persuade consumers to respond to a product (good, service, or idea). Elements of the mix or promotional tools include advertising, contests, point of purchase, demonstrations, trade shows, personal selling, publicity/public relations, referrals, and word -of-mouth.

PSYCHOLOGICAL BENEFITS:

Intangible value customers receive when they purchase our products (e.g., self-esteem for the FMEAP program, tension reduction for boat rental at the Outdoor Recreation Center).

PUBLIC RELATIONS (PUBLICITY):

The manner in which an organization interacts with the community as a whole, including but not limited to current and potential customers. It is everything, good and bad, that is said about our organization to and by the community through mass

communications and personal selling.

PUBLICITY (SEE PUBLIC RELATIONS)

PURCHASE (SEE MARKETING TRANSACTION)

QUALITATIVE DATA:

Information collected through marketing research (needs assessment) which is narrative in nature such as case studies, articles, books, focus groups, and brainstorming sessions. Information that cannot be statistically analyzed and summarized.

QUANTITATIVE DATA:

Information collected through marketing research (needs assessment) that is numerical in nature and can be statistically analyzed and summarized. Information that is normally collected through historical research or survey research (mail, telephone, or in person).

QUESTIONNAIRE:

Research instrument used in the collection of survey research information (mail, telephone or in person). A written series of questions requiring a response.

OUESTIONNAIRE FORMAT:

The manner in which a survey research instrument is structured. The instrument's appearance and logical flow. The types of questions that are included and their order on the instrument.

QUESTIONNAIRE LENGTH:

The amount of time it takes a respondent to complete a particular survey research instrument (not the number of pages or questions).

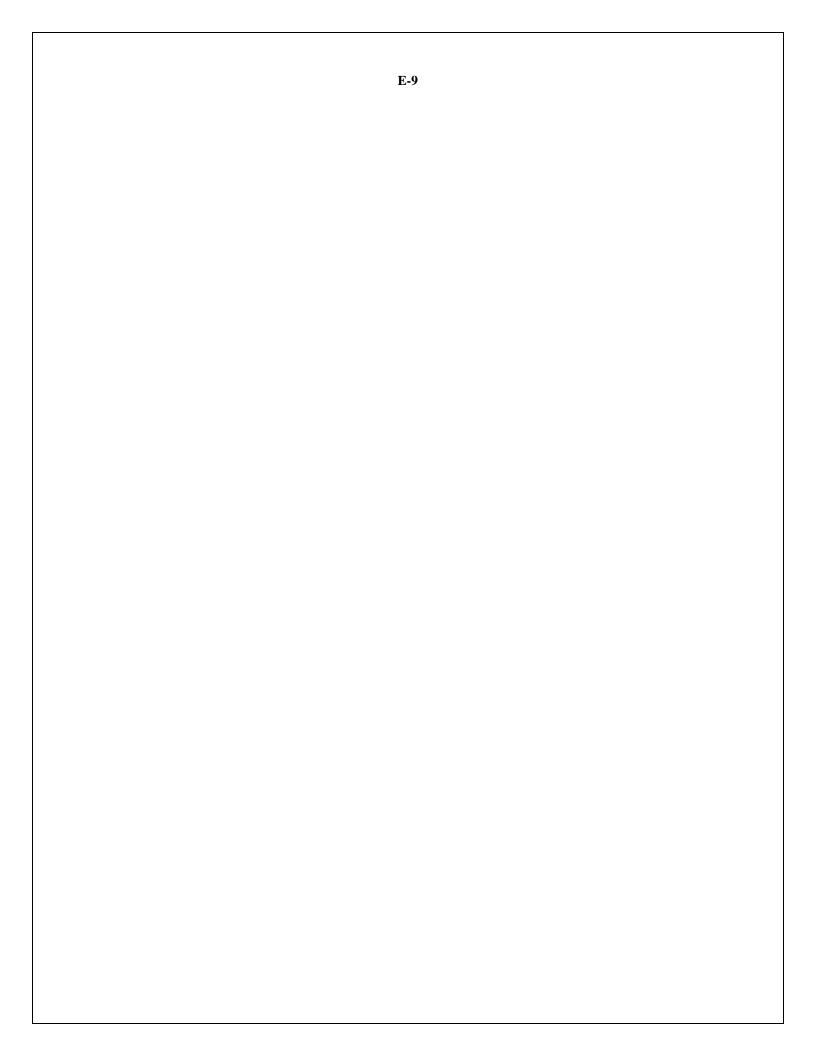
RANDOM NUMBERS TABLE:

the

A list of arbitrarily-assigned numbers for use in selecting a random sample of the population. If the numbers on the list were

2, 8, 9, and 3, starting at the top of our list we would pick the second person, the tenth person (8 down on the list from 2),

nineteenth person, and the twenty-first person.



RANDOM SAMPLE:

Method for the selection of individuals for participation in a marketing research (needs assessment) study where every individual has an equal chance of being selected. Method requires an accurate list of all members of the population. Statistically the soundest method of selecting participants if all the individuals who are selected take part in the study.

RANGE:

- 1. For quantitative data, method of analyzing and summarizing information that reports the difference between the highest and lowest data values. Appropriate when values are fairly evenly distributed.
- 2. For qualitative data, method of summarizing information to illustrate the variety of responses. Appropriate when qualitative information can be easily categorized or when there are only a few responses to a particular question.

REFERRALS:

When a customer or commander recommends our product to potential customers. Customers are more likely to respond favorably to this information about our activity than any other marketing effort.

RELIABILITY.

or

Proof that survey instruments produce the same results across groups of individuals or over time for the same individuals. It is usually measured by using the same instrument on different occasions or with different groups of individuals or by asking questions in slightly different ways within the same instrument.

RESEARCH METHOD:

How the marketing research (needs assessment) project is conducted. Is it historical research, brainstorming, focus groups,

survey research (mail, telephone, or in person). Selection of the method depends on the research objectives and the type of information (quantitative or qualitative) that is needed.

RESEARCH OBJECTIVES:

Clear concise statements of why the marketing research (needs assessment) project is being undertaken. The statements provide clear focus for the project for employees and supervisors.

RESEARCH OUTPUT:

The type of information and data the needs assessment project produces, either quantitative or qualitative. The type of information required is directly related to the research objectives and information gap.

RESEARCH PROCESS:

Procedure to following the development and implementation of a marketing research (needs assessment) project. Procedure includes determining the following: information gap, research objectives, research method, project design, data collection, data analysis, and drawing conclusions.

RESEARCH PROJECT:

Activities undertaken with the intention of gathering data to fill an information gap and improve decision -making.

RESPONSE RATE:

The percentage of individuals who complete a survey or participate in a focus group compared to the number that vou asked to participate. Higher completion percentages should lead to more accurate information.

RESPONDENTS (SEE PARTICIPANTS)

SAFETY:

One of the components of a product. Consumers assume that use of our activity's products will not cause physical or psychological damage.

SALE (SEE MARKETING TRANSACTION)

SAMPLE (SEE TARGET AUDIENCE):

Individuals we want to participate in your marketing research (needs assessment) project and who we want information from.

SAMPLE FRAME:

The list of individuals we will draw our sample from. List we will use to choose participants for our marketing research (needs assessment) project.

SCRIPT:

List of topics we will cover during a focus group session. The order in which we will discuss topics. Must be flexible to account for participant concerns and interests.

SECONDARY RESEARCH (SEE HISTORICAL RESEARCH)

SEGMENTING DIMENSIONS (SEE POPULATION CHARACTERISTICS)

SERVICE:

One of three classifications of products. Any task or work performed for another and/or the provision of any facility, product,

or activity for another's use and not ownership resulting from a marketing transaction. Services are intangible, they cannot be held in inventory.

SHORT TERM:

An organization's planning horizon usually covering a period of one year.

SITUATION RELATED DIMENSIONS:

Segmentation method using characteristics related to how the product is purchased, either for purchasers in general (e.g., when consumers purchase gum at Youth Services Center it is because it is convenient) or for groups (e.g., retires are 90% of the users of Oak Lounge so we play classical music in the lounge.

SOCIAL/CULTURAL ENVIRONMENT:

Uncontrollable societal factors impacting an organization. Planning units should track changes in society for threats to and opportunities for successful operation (e.g., increased number of dual income families means more disposable income, decreased number of children per family means fewer children for the childcare center).

SPECIAL FEATURES:

One component of the product. Characteristics of our product that distinguishes it from the competition's products (e.g., piano player in the lounge at the Officer's Club, free parenting classes at the childcare center).

STRATEGIC DEVELOPMENT (SEE 4P'S)

STRATEGIC PLANNING PROCESS:

Procedure to follow in the formulation of marketing activities. Steps in the procedure include external environmental analysis, needs assessment, organizational assessment, strategic development, written marketing plan, implementation, and evaluation.

STRATIFIED SAMPLE:

The entire population is divided according to a key characteristic (e.g., age, rank, sex, income, number of children) or characteristics (e.g., a&e and rank, sex and income). Respondents are then selected on the bases of their membership in a category, making sure that all relevant categories are represented.

STRUCTURED RESEARCH METHOD:

Historical research or survey research that produces quantitative data. A formal method of marketing research (needs assessment) that relies on close-ended questions.

SURVEY:

The process of formally or informally asking individuals a question or a series of questions about a topic. A canvassing for opinions.

SURVEY DESIGN:

The combination of questionnaire format, questionnaire length, and questions used to gather the information we need. Actual design is dependent on whether mail, telephone, or in person

SWOT:

A part of organizational assessment and the written marketing plan. The critical evaluation of a planning unit's strengths and

weaknesses (internal and controllable) and opportunities and threats (external and uncontrollable).

SYSTEMATIC SAMPLE:

Selecting respondents on the basis of their position on a list or at an 'interviewing site. Selecting every Nth (e.g., every second, third, or fifth) individual from a list or at an interviewing site.

TARGET AUDIENCE (SEE SAMPLE)

TARGET MARKETS:

A distinct segment of the population that react in a unique manner to a coordinated set of marketing activities.

TECHNOLOGICAL ENVIRONMENT:

Uncontrollable element in the external environment that determines how we should do things (process technology) and the level of sophistication of our products (product technology).

TEST PILOT:

Evaluation of our instruments, scripts, and agendas prior to conducting the research project to ensure that they are complete,

logical, easy to understand, and appropriate for our information needs.

TIMING:

One component of place. When our activity is open. Matching our hours of operation with the needs of our customers.

TOTAL MARKET (SEE MARKET POTENTIAL)

TRADE SHOWS:

Controllable promotional event designed to attract attention to our activity. An informational display about our activity at an

event featuring a number of activities (e.g., welcoming day, job fair, community fair).

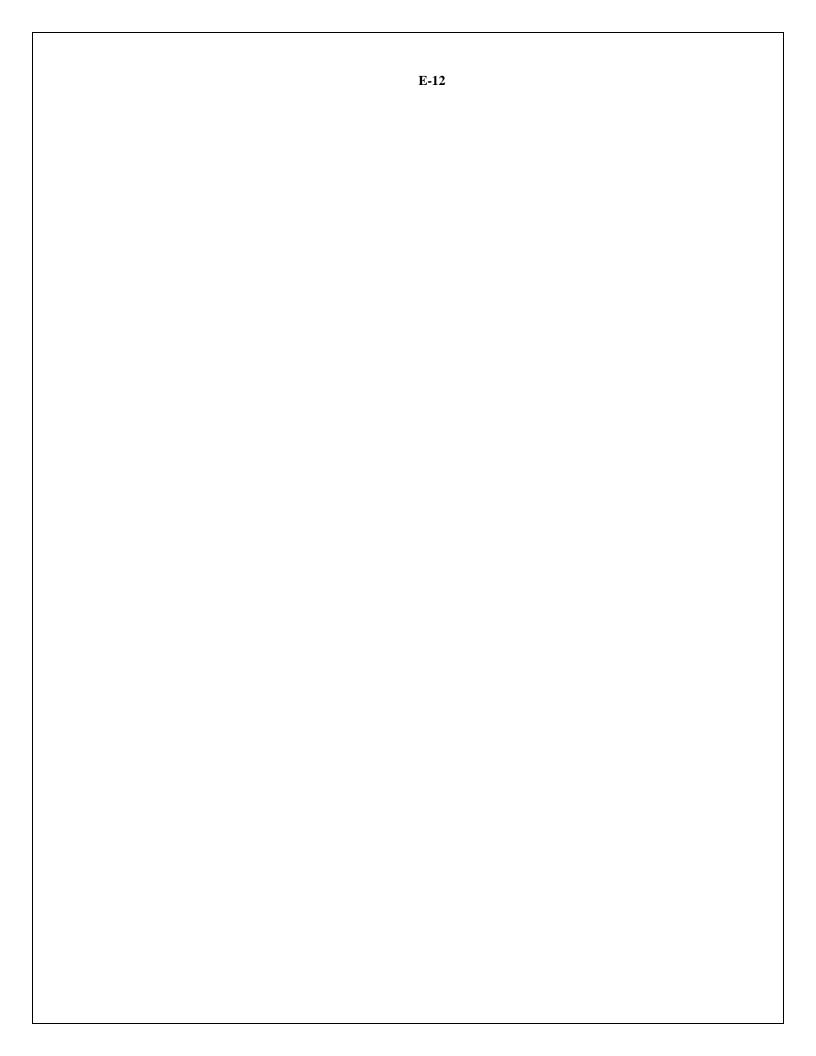
TRANSACTION (SEE MARKETING TRANSACTION)

TRANSPORTATION:

The movement of products or component parts from one location (warehouse or supplier) to another location (our activity). Method of moving goods (e.g., truck, plane, mail).

TRENDS:

Changes in consumer demand for products over time that should be monitored by the planning unit in order to better satisfy consumer wants and needs.



TRIENNIAL NEEDS ASSESSMENT SURVEY:

Department of the Army mandated installation level mar keting research (needs assessment) to determine the demand for MWR activities and customer satisfaction.

UNCONTROLLABLE FACTORS:

Elements of the external environment that influence the activities of the organization but which the organization has little or

no control over (ecological environment, economic environment, competitive environment, political\legal environment, social/cultural environment, and technological environment).

VALIDITY.

Proof that our instrument, survey, focus group research, brainstorming research, or historical research is measuring what we say it is measuring, or is really telling us what we think it is telling us.

VALUE-ADDED PRICING:

A competitive pricing strategy. The first step is the determination of the average competitive price for our products. We then evaluate whether we should char e more, less, or the same as our competition based on our perceived product value relative to their perceived product value.

WANT:

A product the consumer desires in order to fulfill a basic need (e.g., a large ice tea to satisfy thirst). A preference, not a necessity. A marketing opportunity.

WORD-OF-MOUTH:

Uncontrollable form of promotion, either positive or negative (e.g., when one customer talks to potential or current customers about our activity). Highly influential source of information that is very common when customers have a negative experience at our activity and very rare when they have a positive experience.

WRITTEN MARKETING PLAN (SEE MARKETING PLAN)